

# REPORT DOCUMENTATION PAGE

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This submission constitutes a final technical report for the  
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DoD HBCU/MIs Technical Assistance Project  
Southern University-Baton Rouge  
Contract Number F49620-94-0-C0016

## FINAL PROJECT REPORT

### I. OBJECTIVES

This submission constitutes a final technical report for the Technical Assistance contract. It describes all of the activities completed during this contract period. The original contract was modified to revise the statement of work as noted in the discussion of the various general objectives.

The DoD HBCU/MIs Technical Assistance Project was designed to achieve the following general objectives:

- A. Technically manage and administer the contract;
- B. Conduct (in collaboration with the University of the District of Columbia) survey/surveys as necessary to determine requirements for technical assistance to HBCU/MIs; and
- C. Develop and conduct a series of training activities (selected exercises in collaboration with UDC) to assist HBCU/MIs in enhancing their ability to compete for federal funds. Training exercises were to include, but not limited to the following -
  - 1. Fiscal reporting and accountability
  - 2. Technical writing and
  - 3. Contracts/grants administration.
- D. Provide a series of support services to HBCU/MIs identified by the survey/surveys (conducted in #1 above) as well as those institutions attempting to establish programs. Support services provided are to include, but not limited to, the following -
  - 1. Retrospective reviews of scientific literature

2. Mechanisms to remain current in the areas of interest
3. Mechanisms to link professionals with other needed experts, and
4. How to access research and development opportunities.

## II. PRE-TRAINING SURVEYS

Southern University and the University of the District of Columbia mailed out an initial capability survey to all 117 HBCUs and all Minority Institutions to determine their eligibility and interest, based on specific requirements listed in the contract, in participating in the project. Forty-nine of the institutions returned the surveys and indicated an interest in the project. Institutions were selected on the basis of information received from each designated point-of-contact. A list of institutions that responded to the pre-training survey can be reviewed in Attachment 1.

## III. TRAINING SESSIONS:

The contract called for the completion of three (3) training sessions. The three areas of concentration in the original contract for the training exercises were fiscal reporting and accountability, technical writing, and grants and contracts administration.

### A. Training #1

The fiscal accountability training effort was satisfied in the first contract year. The workshop entitled "Fiscal Accountability: Positioning For the Future" was held during the first contract year at the National Finance Center in New Orleans, LA on April 27-29, 1994. The training efforts covered the following topics:

1. Overview of procurement and assistance
2. Matching and cost sharing
3. Cost principles
4. Administrative infrastructure requirements
5. Financial reporting
6. Cash management
7. Administration of agreement and sub-agreements
8. Title, Use and Disposition of Property

## 9. Closeout

A more detailed description of each topic can be reviewed in Attachment 2.

Forty-one different HBCU/Minority institutions were represented at the training conference. Seventy-seven persons attended. The conference received an overall excellent evaluation from participants on all aspects. The highest numerical evaluation was given for conference materials provided and information disseminated by presenters.

Under general comments, many participants indicated that this was one of the most helpful conferences that they had ever attended, that a conference of this type was overdue, and they wished that others from their respective institutions could have attended. They were especially impacted by the quality of speakers and materials provided by them.

Topics that attendees would like to have covered in future training conferences include dispute resolution, procurement regulations, development of bid proposals, development of cost proposals, role of the chief executive officer at the respective institutions in sponsored programs, matching and cost sharing, post-award issues, processing and managing contracts, the legislative process, A-133 and other OMB circular, allocation of costs, allowable and unallowable costs, and indirect costs.

The only negative reactions from participants was that the schedule was tight and the sessions were packed with more relevant information from speakers than they could digest in one conference setting. In addition, many of the participants expressed that the conference should be repeated the next year and scheduled over several days instead of two days.

All participants indicated that they would attend another conference if held in following years and would recommend that others attend other training sessions.

## B. Training #2

The revised contract was modified to revise the statement of work. The revised contract included a training workshop in collaboration with the University

of the District of Columbia.

In collaboration with the University of the District of Columbia, Southern University co-sponsored a faculty researcher conference site visit to Rome Laboratory at Griffiss Air Force Base in New York. The conference was designed to allow faculty researchers to explore possible funding opportunities. The researchers had the opportunity to interact with Air Force researchers and program personnel to discuss criteria for selecting proposals for funding. One of the most valuable sessions at the workshop was the sharing the detailed research interest of the faculty with Rome Laboratory personnel. Concurrent mini-sessions and round-table discussions also facilitated the achievement of objectives for the conference. There were twenty-four (24) institutions represented at the training effort.

C. Training #3

The revised contract modification also included a Sponsored Program Administration workshop. North Carolina A&T State University at Greensboro, N.C. served as the model for this training. Dr. Earnestine Psalmonds, Vice Chancellor for Research at North Carolina A&T State University conducted this training.

The workshop focused on the theme of "Infrastructure Building for Effective Sponsored Program Operations" and covered topics on Effective Sponsored Research Programs with emphasis on Infrastructure, Preaward Issues and Post-Award Issues. Specifically, the areas of sponsored programs administration that were examined included the following:

1. Overview of the organizational structure for the division of research and sponsored programs activity reports;
2. Enhancement model for research infrastructure;
3. Sample monthly activity reports, pre-close out procedures, overdue deliverables and closeout notices, and other monitoring tools;
4. Description of major office of research functions, program development;
5. Pre-award tasks including internal routing and proposal review instruments;

6. Post-award tasks including project review sheets, notices of award, pre-closeout notices, patent and sub-contract questionnaires and closeout notices;
7. Other sponsored programs support tools; and
8. Summary of key internal environmental issues for HBCU/Mis.

Post training evaluations reflect that all, two exceptions, of the attendees at the workshop indicated an overall "excellent" rating.

All attendees indicated that they favored the organizational structure for the Division of Research at North Carolina A&T State University and the description of major office of research functions and program development provided at the workshop. Internal audits, proposal review instruments were selected as the next most important items to research administrators. Items related to enhancement models for research infrastructure, post-award tasks and monitoring tools ranked as the next highest items. Other sponsored programs support tools received the lowest important rating by attendees.

A significant aspect of the workshop training was a tour of the Sponsored Research Offices and a Question and Answer Session.

#### D. Training #4

Southern University Principles and the Program Officer for the project at the U.S. Air Force office agreed that the workshop that was planned on Technical Writing should be dropped from the scheduled due to the fact that faculty members could acquire this training in other settings and resources should be reserved for other activities planned.

### IV. SUPPORT SERVICES

#### A. Weekly Scans of Commerce Business Daily

Southern University provided weekly scans of the Commerce Daily to all institutions in the project. These scans gave institutions an opportunity to view Department of Defense funding opportunities on a weekly

basis. This literature was invaluable for those institutions that could not afford a subscription to the Commerce Business Daily and conserved time for those seeking current, relevant information on funding opportunities, decisions and awardees. HBCU/MIs that received weekly CBD scans can be reviewed in Attachment 3.

This service was discontinued after the first year by the Program Officer in order that resources could be used for other aspects of the project.

B. The Electronic Bulletin Board (EBB)

The Electronic Bulletin Board (EBB) was also a valuable mechanism for getting advance notice on DoD funding opportunities and other information to the institutions serviced. It was especially beneficial to those users that had the proper equipment to access it. Unfortunately, all of the HBCU/MIs could not afford the appropriate equipment for accessing the bulletin board. Due to delay in acquiring equipment, the EBB was only operable one year of the two-year project. Forty-one of the 49 institutions participating in the project, used the EBB on a regular basis.

Information provided to institutions is provided to the agency on the tape enclosed. Attachment 4 reflects the EBB User Log.

**ATTACHMENT 1**

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## **ATTACHMENT 2**

### **Training Session #1 FISCAL ACCOUNTABILITY**

#### **OVERVIEW OF PROCUREMENT AND ASSISTANCE**

An overview of grants, contracts, other sponsored agreements guidelines and related guidance and regulations was provided. This session included a discussion of the definition of sponsored agreements, including grants and contracts and their differences. The presenters also talked about the Office of Management and Budget circulars that cover grants for university recipients, regulations that provide guidelines for implementing the circulars and Federal Acquisition Regulations (FARs) that cover contracts.

#### **MATCHING/COST SHARING**

A panel of presenter looked at matching and cost sharing issues from a Federal and university perspective.

#### **COST PRINCIPLES**

A discussion was held on the allowable and unallowable costs, documentation requirements, indirect costs proposals, and use of the short form for negotiation of the indirect cost rates, as well as participation of any attendees in relevant case studies.

#### **ADMINISTRATIVE INFRASTRUCTURE REQUIREMENTS**

An overview of the administrative and operational requirements for effective fiscal acquisition and management of sponsored agreements using a Total Quality Management paradigm.

#### **FINANCIAL REPORTING**

A discussion was held on the Federal financial reporting requirements, A panel of university and Federal representatives talk about their experience with financial reporting.

## **CASH MANAGEMENT**

A discussion was held on the cash management guidelines, the U.S. Department of Air Force Management System concept, the Office of Naval Research Management system and reconciliation process. University representatives talked about setting up their accounts and their experiences with payment systems.

## **ADMINISTRATION OF AGREEMENT AND SUB-AGREEMENTS**

A university perspective was provided on what subcontracting is, its strengths, and weaknesses. This includes a discussion of what to look for when contracting and sub-contracting.

## **PROPERTY**

A discussion was held on the Federal requirements concerning title, use and disposition of property, and a university's experience with tracking property, managing equipment, and property reporting.

## **AUDIT**

A discussion was held on the Federal audit requirements, what institutions need to do to fulfill audit requirements, sanctions and examples of audit findings uncovered by CPA firms. A panel discussion was conducted on the typical audit findings at universities, building an audit trail, and pre-planning for audits.

## **CLOSEOUT**

A discussion of what closeout means and how it can be handled was provided. This discussion includes final fiscal, patent and property reports, cost adjustments, late clearing charges and release of unexpended funds. A discussion was also held on the administrative closeout and how it should be handled.

**ATTACHMENT 3**

**INSTITUTIONS THAT RECEIVED THE CBD WEEKLY SCANS**

### HBCU/MIs That Received Weekly CBD Scans

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ATTACHMENT 4

EBB USER LOG

## EBB USER LOG

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Addr3: Juana Diaz Pr  
Addr4: PR  
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System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

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Addr4:  
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Name: Edgar Flores  
Addr1:  
Addr2: Villa Interamerican #5 C-12  
Addr3: San German, P.R. 00785  
Addr4:  
Phone: 809-892-0137  
Born: 01/12/68 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Ellen Njai  
Addr1: Saint Paul's College  
Addr2: 115 College Drive  
Addr3: Lawrenceville, VA 23868  
Addr4: United States  
Phone: 804-484-4867  
Born: 12/26/53 Sex: F  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Edgar Flores  
Addr1:  
Addr2: Villa Interamerican #5 C-12  
Addr3: San German, P.R. 00785  
Addr4:  
Phone: 809-892-0137  
Born: 01/12/68 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Frances Dates  
Addr1: Talladega College, Savery Lib  
Addr2: 627 West Battle Street  
Addr3: Talladega, AL160  
Addr4:  
Phone: 205-761-6280  
Born: 06/23/58 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: George Bryant  
Addr1: Philander Smith College  
Addr2: 812 W. 13th Street  
Addr3: Little Rock, AR 72202  
Addr4:  
Phone: 501-37{-527}q  
Born: 06/23/58 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: George Bryant  
Addr1: Philander Smith College  
Addr2: 812 W. 13th Street  
Addr3: Little Rock, AR 72202  
Addr4:  
Phone: 501-37{-527}q  
Born: 06/23/58 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: John Chen  
Addr1: North Carolina A&T State University  
Addr2: Department of Mechanical Engineering  
Addr3: 1601 East Market Street  
Addr4:  
Phone: 910-334-7620  
Born: 02/25/63 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Joyce Daniels  
Addr1: West Virginia State College  
Addr2: P.O. Box 1000  
Addr3: Institute, WV 25112  
Addr4:  
Phone: 304-766-4151  
Born: 09/04/42 Sex: F  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Johann Odom  
Addr1: SEMCOR  
Addr2: 814 Greenbrier Circle, Ste S  
Addr3: Chesapeake, Virginia 23320  
Addr4:  
Phone: 804-366-4422  
Born: 10/13/58 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Kenneth Williams  
Addr1: N.C. A&T State University  
Addr2: Computer Science Dept.  
Addr3: Greensboro, NC 27411  
Addr4:  
Phone: 910-334-7245  
Born: 05/07/53 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Kimberly Carter  
Addr1: Tuskegee University  
Addr2: Carver Research Foundation  
Addr3: Tuskegee, AL 36088  
Addr4:  
Phone: 334-724-4472  
Born: 07/31/56 Sex: F  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Howard Davis  
Addr1: SEMCOR, Inc.  
Addr2: 760 Lynnhaven Parkway  
Addr3: Virginia Beach, VA 23452  
Addr4:  
Phone: 804-431-0620  
Born: 06/13/60 Sex: F  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Les Baham  
Addr1: Southern Alumni  
Addr2: 1639 Eastwood Dr.  
Addr3: Slidell, LA 70458  
Addr4:  
Phone: 504-641-5235  
Born: 05/05/52 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Leon Cohen  
Addr1: Cal State U Dominguez Hills  
Addr2: 1000 E. Victoria  
Addr3: Carson, CA 90747-0001  
Addr4:  
Phone: 310-516-3756  
Born: 01/26/38 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Leonard Harrel  
Addr1: Entergy  
Addr2: 1323 North 31st  
Addr3: Baton Rouge, LA 70802  
Addr4: U.S.  
Phone: 379-5071  
Born: 10/05/57 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Luis A Echevarria  
Addr1: Inter American University  
Addr2: P.O. Box 1202  
Addr3: Ponce, PR 00733  
Addr4:  
Phone: 809-264-1921  
Born: 04/23/46 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Luis Villalta  
Addr1: Inter American University, PR  
Addr2: Geranio #257 San Rafael Est.  
Addr3: Bayamon, PR 00959  
Addr4:  
Phone: 809-780-4040x2130  
Born: 01/07/69 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Edet Isuk  
Addr1: Morgan State University  
Addr2: Cold Spring Ln/Hillen Rd  
Addr3: Baltimore, Maryland 21236  
Addr4:  
Phone: 410-319-3512  
Born: 02/02/72 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Neil James  
Addr1: Florida A&M University  
Addr2: 103 S. Perry-Paige  
Addr3: Tallahassee, FL 32307-4100  
Addr4:  
Phone: 904-561-2309  
Born: 06/04/56 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Baxish Balam  
Addr1: Mississippi Valley State University  
Addr2: Box 557 MVSU  
Addr3: Itta Bena, MS 38941  
Addr4: 14000 Hwy 82 w  
Phone: 601-254-3389  
Born: 08/16/30 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Patricia Ramsey  
Addr1: Norfolk State University  
Addr2: P.O. Box 1153  
Addr3: Williamsburg, VA 23187  
Addr4:  
Phone: 804-683-8323  
Born: 05/14/50 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Robert Jennings  
Addr1: Albany State College  
Addr2: 504 College Drive  
Addr3: Albany, GA 31705  
Addr4:  
Phone: 912-430-4660  
Born: 11/15/50 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Ricardo Mediavilla  
Addr1: Interamerican University of P  
Addr2: Road 174, Km. 2.2  
Addr3: Bayamon, Puerto Rico 00959  
Addr4:  
Phone: 809-780-4040  
Born: 10/18/52 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Edgar Flores  
Addr1:  
Addr2: Villa Interamerican #5 C-12  
Addr3: San German, P.R. 00785  
Addr4:  
Phone: 809-892-0137  
Born: 01/12/68 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Scott Von Laven  
Addr1: Alabama A&M University  
Addr2: P.O. Box 411  
Addr3: Normal, AL 35762  
Addr4:  
Phone: 205-851-5675  
Born: 09/19/55 Sex: M  
System: Macintosh  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH



Name: Scott Von Laven  
Addr1: Alabama A&M University  
Addr2: P.O. Box 411  
Addr3: Normal, AL 35762  
Addr4:  
Phone: 205-851-5675  
Born: 09/19/55 Sex: M  
System: Macintosh  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Mathew Sharper Sr  
Addr1: Grant Chemical  
Addr2: 6179 San Juan Dr.  
Addr3: Baton Rouge, LA 70811  
Addr4:  
Phone: 654-6801  
Born: 10/12/51 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Leonard Harrel  
Addr1: Entergy  
Addr2: 1323 North 31st  
Addr3: Baton Rouge, LA 70802  
Addr4: U.S.  
Phone: 379-5071  
Born: 10/05/57 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: I represent a small liberal  
Addr1: Allen University  
Addr2: 1530 Harden Street  
Addr3: Columbia, South Carolina 2920  
Addr4: U.S.  
Phone: 379-5071  
Born: 10/05/57 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH

Name: Jefry Lopez  
Addr1:  
Addr2: HCL Box 3149  
Addr3: Arroyo PR 00714  
Addr4:  
Phone: 809-839-4526  
Born: 11/03/69 Sex: M  
System: IBM-PC  
Screen: 80 x 24 (page @ 24) DD(page @2 for continuous  
Class: SOUTH